



SOCIALIZED MIND	SELF-AUTHORING MIND
External Governance of Work <ul style="list-style-type: none">- My work is owned and governed by the employer.- The job I do belongs to the company.- My job is what I do while I am at work.- I follow the direction of my boss, supervisor and/or senior employees.- I follow the cultural norms and values of the company.- I stand for conformity both in myself and in others.- I am controlled by my bosses expectations.- My job is to win my bosses approval.- My role is who I am.	Internal Ownership of Work <ul style="list-style-type: none">- I invent or own my own work.- My job belongs to me and I always have some influence and control over how I work.- My job is part of who I am and I also distinguish between the role and the person.- The most trustworthy source of direction comes from within me.- I treat the business as if it were my own.- I create, author and act upon my own values.- I stand for my autonomy and independence- I support and challenge others to stand for their own autonomy and independence.- I am conscious of but uncontrolled by the expectation of my bosses.- I recognize I am not in my job simply to seek approval from my bosses.
Guided By Authority and or Tradition <ul style="list-style-type: none">- I depend upon others to frame the problem, challenges and adjustments needed.- I need others to validate me and my work when things are going acceptably well.	Inner Guided Self-Evaluating <ul style="list-style-type: none">- I author a theory or philosophy that establishes value. I generate value from within.- I possess an internal standards and principles enabling me to self-correct.- Value creation enables me to self-assess and self-initiate.
Cultural Visions & Expectations <ul style="list-style-type: none">- I am held captive by and organized by the bosses or culture’s vision.- Popularity and/or loyalty governs my behavior.	Self-Generated Vision <ul style="list-style-type: none">- I am guided by my own visions, agendas and expectations at work.- I can regulate or manage loyalties, relationships, expectations, values, beliefs and convictions.- Conflicting visions and agendas can be prioritized, ordered and mediated.
Management is Control <ul style="list-style-type: none">- The essence of management is controlling others to regulate myself.- People around me are responsible for preserving my boundaries and expectations.	Management is a Reflection of Self-Control <ul style="list-style-type: none">- The essence of management is self-control. I discern between social and personal power.- Boundaries that I maintain socially reflect the internal boundaries I maintain internally.
Responsibility Belongs Outside of Self <ul style="list-style-type: none">- My present circumstances are caused by someone else and the environment I am in.- Future possibilities for me are governed by the culture of my surroundings.	Personal Responsibility <ul style="list-style-type: none">- I am more or less responsible for what happens to me internally and externally at work.- I see how I create my own internal states and am responsible for my feelings.- Future possibilities are a function of my self-directed vision.- Disciplined execution of priorities creates the environment and results needed and desired.
Apprentice <ul style="list-style-type: none">- I imitate or apprentice others with more experience than me.- My way of performing at work is found in the culture and people around me.	Mastery <ul style="list-style-type: none">- I create and innovate my role, my work processes and the productions that follow from my own internal authority and self-directing vision.
Perspective <ul style="list-style-type: none">- I see the organization from my place, from the “inside out.”- I am a representative of my position. The organization is supposed to get me from my position.	Multi-Perspectival <ul style="list-style-type: none">- I can see the organization from my position, but I can also see how all the parts relate to the whole. I can conceive of the organization from the “outside in.”- I have an global, institutional systems orientation.